



GLOBAL KNOWLEDGE INITIATIVE

The Global Knowledge Initiative's Collaborative Innovation Trainings

*Building Collaborative Innovation Leadership to Transform
Systems and Enable Development Around the World*

Overview: GKI's Collaborative Innovation Trainings



Trainings Overview: An Array of Options

Challenge mapping. Strategy articulation. User-centered design. These words may not mean much to the average person, but they impact the way priorities are set, research is pursued, and business is conducted throughout the world. Once mastered, these tools offer powerful mechanisms for science, technology, and innovation-led development. For this reason, the Global Knowledge Initiative (GKI), an international non-profit organization with a mission to forge and support purpose-driven networks to solve development challenges pertinent to science, technology, and innovation (STI) launched its global training program. We equip a diverse array of stakeholders — policymakers, researchers, entrepreneurs — with the tools and skills needed to design sustainable solutions to today's toughest challenges through collaborative innovation.

To date, GKI has trained STI professionals, trainers, and others from 45 countries in a range of collaborative innovation skills. We target learners hailing from across the innovation ecosystem, as depicted in Figure 1. Past trainees include individuals as diverse as Nigeria's Director General of Research, Fulbright fellows in food security-related doctoral programs from Haiti and Sierra Leone, and representatives of Tanzania's Chamber of Commerce. Our courses, customized and experiential in every instance, offer a direct connection between problem solving and capacity-building. We design each learner experience with one objective in mind: cultivating leaders equipped to nurture healthy innovation ecosystems that enable researchers, teachers, students, entrepreneurs, and others to solve development challenges now and in the future.

This document provides detail on our trainings, options for course modules and learning tracks, and how to bring these Collaborative Innovation Leadership trainings to your organization. Additional information is available upon request.

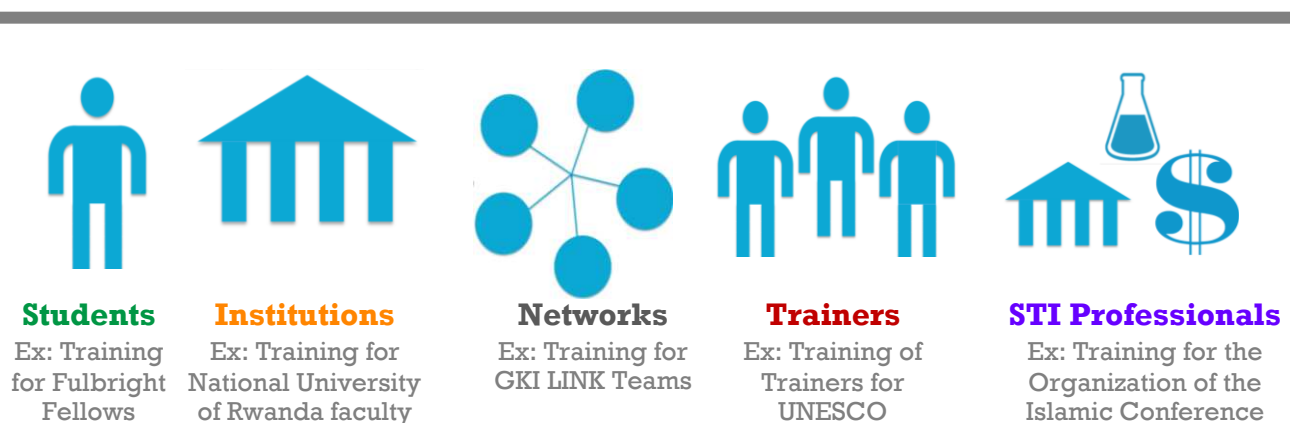


Figure 1: GKI's global training program targets different types of learners working across the innovation ecosystem. Examples of previous clients are noted.



Collaborative Innovation Leadership Training

Collaborative Innovation Leadership Training

Building a Global Brain Trust

With a focus on collaborative innovation, the Global Knowledge Initiative designs, develops, and delivers highly interactive training experiences that maximize learner engagement and the potential for practical application of the skills learned. We equip trainees with the key skills, knowledge, and resources they need to more effectively wield science, technology, and innovation (STI) tools for national and regional growth and development. Trainees gain new insight into the STI challenges they seek to solve, frameworks for pursuing multidisciplinary research, and ways to integrate stakeholders



and policy considerations into their work. Ultimately, we seek to create a Global Brain Trust of individuals and institutions with the skills and knowledge needed to optimize innovation systems and pursue solutions to our world’s most urgent development challenges.

Creating and Curating Course Content

GKI capitalizes on a world of expertise and partners to create and curate course content. For a UNESCO sponsored training-of-trainers in Tanzania, GKI researchers consulted some 300 sources on innovation, entrepreneurship, research, design, policy, and collaboration. Additionally, a small, elite team of global advisors provided insight and expertise, ensuring the content was both cutting-edge and meaningful to learners.

Challenge Centered Training

We adapt our trainings to make them “close to home” for all learners. This equates to Challenge Centered Training. You bring the Challenge; we bring the methodology to help you tackle it.

See Annex I for More Detail on Learner Tracks.

The Global Knowledge Initiative develops content with users’ specific goals in mind. We aim to provide succinct, illustrative and meaningful content to trainees. To that end, we customize our trainings to suit the national, industry, and

institutional contexts in which our trainees work. The result is a highly dynamic and user-centered curriculum. Additionally, GKI’s trainings focus on building trainees’ collaborative innovation *process skills* that can be used to tackle both current and future problems, independent of the domain or discipline from which they emerge. In this way, we enable trainees to be creative problem solvers and collaborators.

Results



Results

Our students hail from academia, business, and government — institutions critical to a healthy innovation ecosystem. Women and men passionate about their work, they face pressing challenges bridging sectors, fields of practice, and geographies. These trainees must learn how to overcome these traditional divides as they confront

"Innovation is like petrol to the productivity fire... You have given us very important knowledge and now it is our time to customize and deliver this message, not just to share the knowledge, but to have an impact on society, our nation."

- UNESCO Trainers Course Participant

ever increasing complexity in the challenges they seek to solve. For this reason, GKI focuses on building collaborative innovation skills for problem solving. Our trainings confer practical design skills like Challenge Mapping, which enables trainees to deconstruct their challenge and prioritize action. Each lesson features practical exercises crafted to ensure accessibility and application. We pair exposure to collaborative innovation process skills with training on professional skills such as Monitoring and Evaluation, Grants Administration, Writing for Innovation, Entrepreneurship, and other key areas. Together, these skills represent a comprehensive suite of capabilities that trainees require to master collaborative innovation and apply it to their work.

We place importance on both qualitative and quantitative learning assessment, administering course evaluations and pre- and post-tests. Trainees are effusive in their evaluations, noting their excitement to apply what they have learned in their offices and in the field. Participants come away with the skills they need to strategize, reach out to stakeholders, and coordinate with partners internationally. Our quantitative measures show remarkable learning during our trainings. During the UNESCO-sponsored training-of-trainers course, participant test scores nearly doubled from the pre-test to the post-test.

Results on the Ground: Accelerating Tanzanian Innovation

In 2012, GKI partnered with the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and the Nelson Mandela Africa Institute of Science and Technology (NMAIST) to deliver a training of trainers in Arusha, Tanzania. The course aimed to equip 18 trainers with the knowledge and resources they need to be able to prepare a cadre of Tanzanian professionals — entrepreneurs, policy makers, researchers — to more effectively wield science, technology, and innovation (STI) tools for national and regional growth and development. Trainers learned new tools to parse complex challenges into actionable sub-components as well as methodologies to organize partners and resources into collective action systems required to achieve solutions. This cohort is now preparing to deliver a first collaborative innovation skills leadership course in early 2013 to Tanzanians in sectors as diverse as telecom, eco-tourism, health, and agriculture.

Delivering Future Trainings



HOW UTILIZE TECHNOLOGY IN EACH OTHERS' INSTITUTES TO ADDRESS ISSUES:

1. DEVELOP INNOVATIVE ^{FUNDABLE} RESEARCH PROGRAMS
2. DEVELOP STAFF/STUDENT EXCHANGE PROGRAM BTN INSTITUTIONS
3. SHARE TECHNOLOGY PLATFORMS BTN INSTITUTIONS; eg. SEQUENCING
4. DESIGN JOINT DEGREE PROGRAMS, SHORT COURSES, WORKSHOPS, CONFERENCES.

Delivering Future Trainings

We are passionate about delivering training to those individuals, institutions, and networks that call for enhanced skills and knowledge for collaborative innovation. We customize each training experience to fit the needs and interests of the sponsors and learners. For example, trainings can be organized to fit a wide variety of thematic areas (e.g., climate change, food security) and timelines. As such, we expect to work closely with training sponsors to hone in on specific learning objectives and desired outcomes, as well as expected deliverables, timelines, and course structure (e.g., long versus short courses).



Framing the Training Activities

We encourage all training sponsors first to determine the scope of the training(s) desired. When determining these details, important considerations include:

- (1) Thematic/Geographical focus: Is there a particular challenge domain on which you would like to focus the trainings (e.g., climate change, food security)? Is there a specific geography on which the training material should focus?
- (2) Participation base: Do you seek to engage a cross-sectoral cohort of trainees (e.g., pooling participants from government, business, academia) or focus the training on one specific demographic (e.g., female entrepreneurs)? Will the course be open to the public or limited to stakeholders within a particular institution/network?
- (3) Structure: Do you want to offer a “deep-dive” short course, a sequence of short-courses that develop trainee skills over time, a training-of-trainers course, or a long-course embedded at a university or other training institution?

Once these initial details are defined, GKI staff will work together with you to develop and curate a suite of trainings to suit your needs and create an implementation strategy. Finally, we will establish metrics for evaluating the trainings and plans for follow-up through after-action reporting and mentoring of trainees (as desired).

Timeline

The planning process for a collaborative innovation training begins when an individual / organization submits an inquiry to the Global Knowledge Initiative and kick-starts the planning process. From inquiry to course delivery, timelines vary according to course length, the amount of content design required. Where organizations recruit trainees from the general public or through an application process, timelines also must take into account time to publicize the

opportunity and vet applicants. Generally, GKI can deliver a one-week course that involves some amount of content design, tailoring of content to the local context, and applicant outreach to your organization within 2 - 4 months of receiving your inquiry. As expected, longer course development (either as a sequence of short-courses or an ongoing program embedded in an existing institution) require additional time to develop a more robust catalogue of course content and practical learning exercises, tap global experts to source and refine course material, organize multiple learning tracks and address many other variables that bear on longer training experiences.

Examples

As noted previously, the Global Knowledge Initiative has trained professionals and students from over 45 countries. Trainees hail from governments, the business community, academic institutions, existing professional networks, and other places. For each of these communities / institutional affiliations, GKI can provide additional details and examples of our work. Access [this link](#) to learn more about our training of trainers course sponsored by UNESCO in Tanzania. The linked document provides a detailed overview of the types of course modules and skill blocks that comprise that particular training program for which GKI designed some 2,000 pages of content, inclusive of simulations, exercises, and practicals. We also invite you to visit the GKI website to learn more about our previous training activities with the Uganda National Council of Science and Technology and with the Organization of the [Islamic Conference's Ministerial Standing Committee on Scientific and Technological Cooperation](#).

Budget

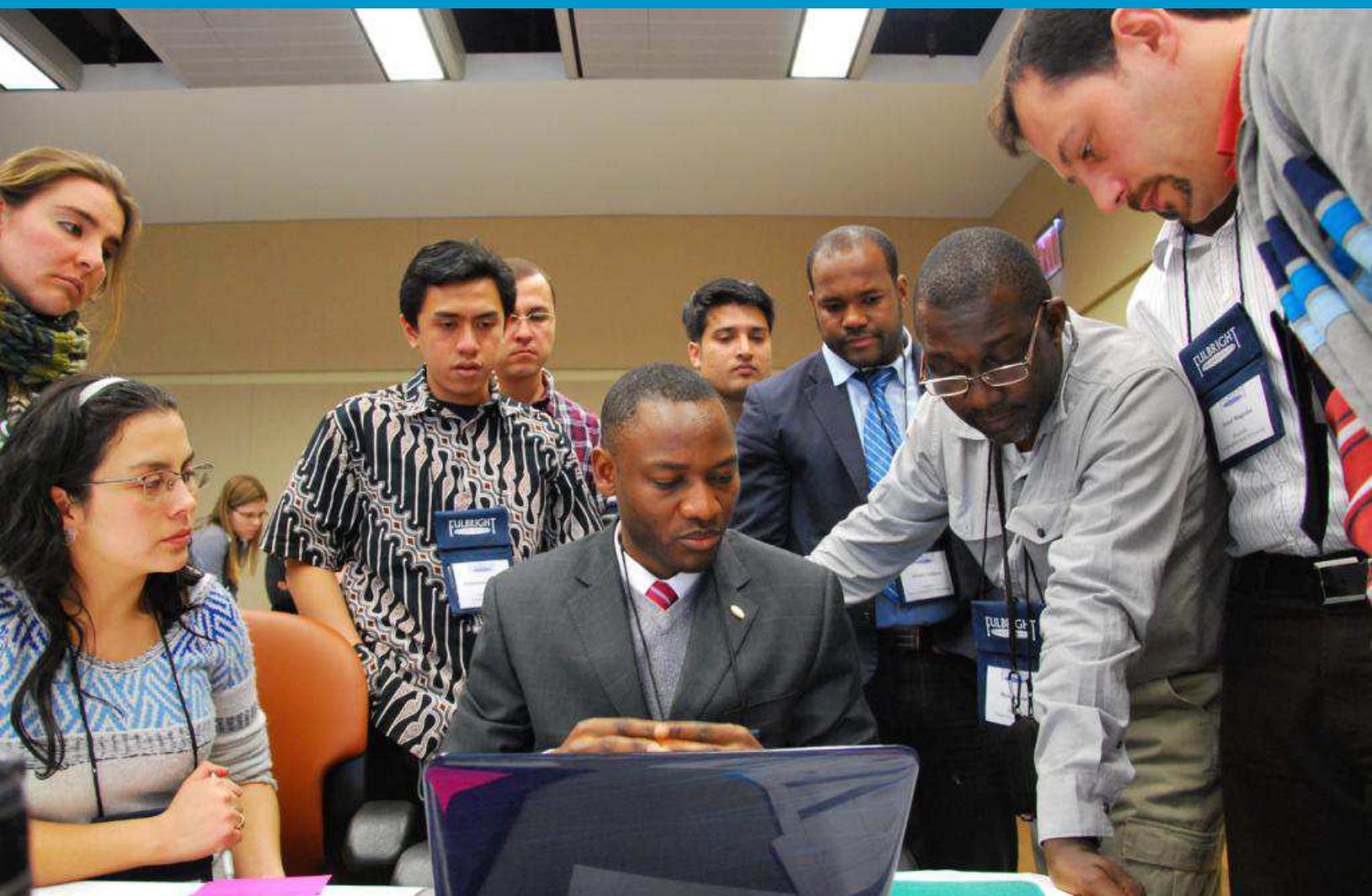
As with the timelines, the budget for GKI's collaborative innovation trainings depend on the length of training, number of trainees, and the volume and type of new content requested. Training costs range from USD 100 to USD 500 per day per participant. Typical expenses include staff costs, travel / room / board for trainers and participants (as needed), printing costs, facility fees, and other logistical considerations as needed. We are open to discussing creative financing options, such as submitting joint requests for support and establishing a participant-based fee structure (in locations where appropriate).

For more information about the Global Knowledge Initiative's Collaborative Innovation Leadership Training, please contact:

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Annexes



Annex 1: Customized Tracks for Different Types of Learners

To ensure maximum impact of the training experience, the Global Knowledge Initiative works with partners to define learning objectives for specific interest groups / potential trainees. The tracks below illustrate how training courses can be structured and customized.

Researcher and University Administrator Track This track suits researchers in public, private, and university-based research institutions. Building from the innovation systems tools and frameworks foundation offered in Module I, subsequent modules expose participants to the tools needed to both map and measure critical innovation resources and increase professional competence in areas from writing and partnership formation to intellectual property rights protection and communication.



Policymaker and Public Sector/Government Track This track suits policy makers and implementers across government and non-profit organizations. Building upon the innovation systems tools and frameworks foundation, subsequent modules expose participants to STI policy and strategy, equipping them with insights into the design, reform, evaluation, and implementation of STI policies. Further modules explore tools for outreach and collaboration, essential assets for policymakers' success in the multi-stakeholder STI setting.



Entrepreneur Track This track caters to entrepreneurs in a range of sectors, both formal and informal. Jumping off from the innovation systems foundation, progressive modules expose participants to essential collaboration skills germane to forging and sustaining knowledge partnerships. They offer tools to devise and sell a business plan, gauge availability of critical resources across sectors, and apply skills to self-selected entrepreneurial challenges.



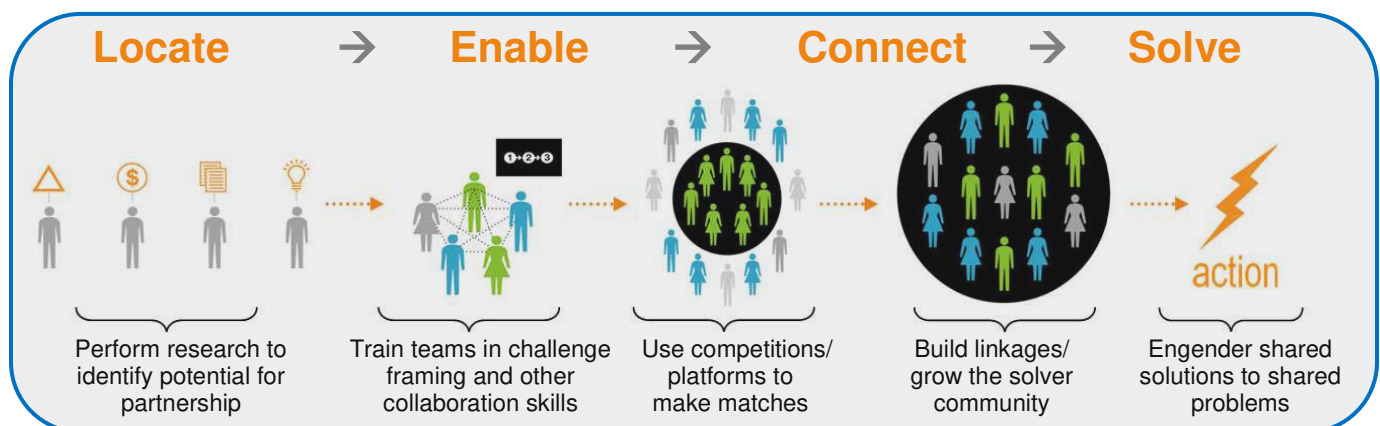
Annex II: Background on GKI

Our Start

The Global Knowledge Initiative (GKI) originated from the 2008 Higher Education Summit for Global Development convened by the US Secretaries of State and Education and the Administrator of the US Agency for International Development. Attended by more than 200 university presidents, heads of technology firms, and philanthropists, the Summit identified the need for a “clearinghouse for resources & information to help build knowledge partnerships that can tackle development challenges.” Chairman Sam Pitroda and Advisory Board Co-Chair Nina Fedoroff, with Chief Operating Officer Sara Farley, established GKI as a response to this call.

Our Process

We address developing country-based challenges pertinent to science, technology, and innovation (STI) by helping solvers: **Locate** and render accessible critical resources—technical, human, institutional— required for collaborative problem solving; **Enable** partners to collaborate effectively through trainings and competitions; and **Connect** seekers together with the global network of problem solvers to bring solutions to scale.



Our Approach

We work with a continuum of partners. GKI takes an innovation systems approach. We engage a diverse array of actors—universities, private firms, governments, professional societies—as a means to empower people within institutions to spur systemic change.

We clarify the context for collaboration. For universities, firms, and organizations seeking to explore new partnerships in new geographies, our research and analysis equips them with an understanding of the context, community, needs, and opportunities for collaborative activity.

We frame and map the challenge space. Complex and multi-disciplinary challenges must be unpacked and framed correctly to enable action by problem solvers. GKI facilitates challenge framing and mapping to promote clear communication and foster collaboration.

We cultivate talent. GKI offers a direct connection between problem solving and capacity building. In developing countries, efforts to cultivate talent and enable lasting knowledge partnerships are vital for the emergence of the next generation of engineers, technicians, scientists, managers, and innovators.